



U.S. Department of Energy's Office of Science

All Hands Briefing for Forrestal Staff

July 19, 2005

*James F. Decker
Principal Deputy Director/
OneSC Program Manager*

*Camille Torquato
OneSC Deputy Program Manager*

*Jeff Roberts
OneSC Project Director*



Overview

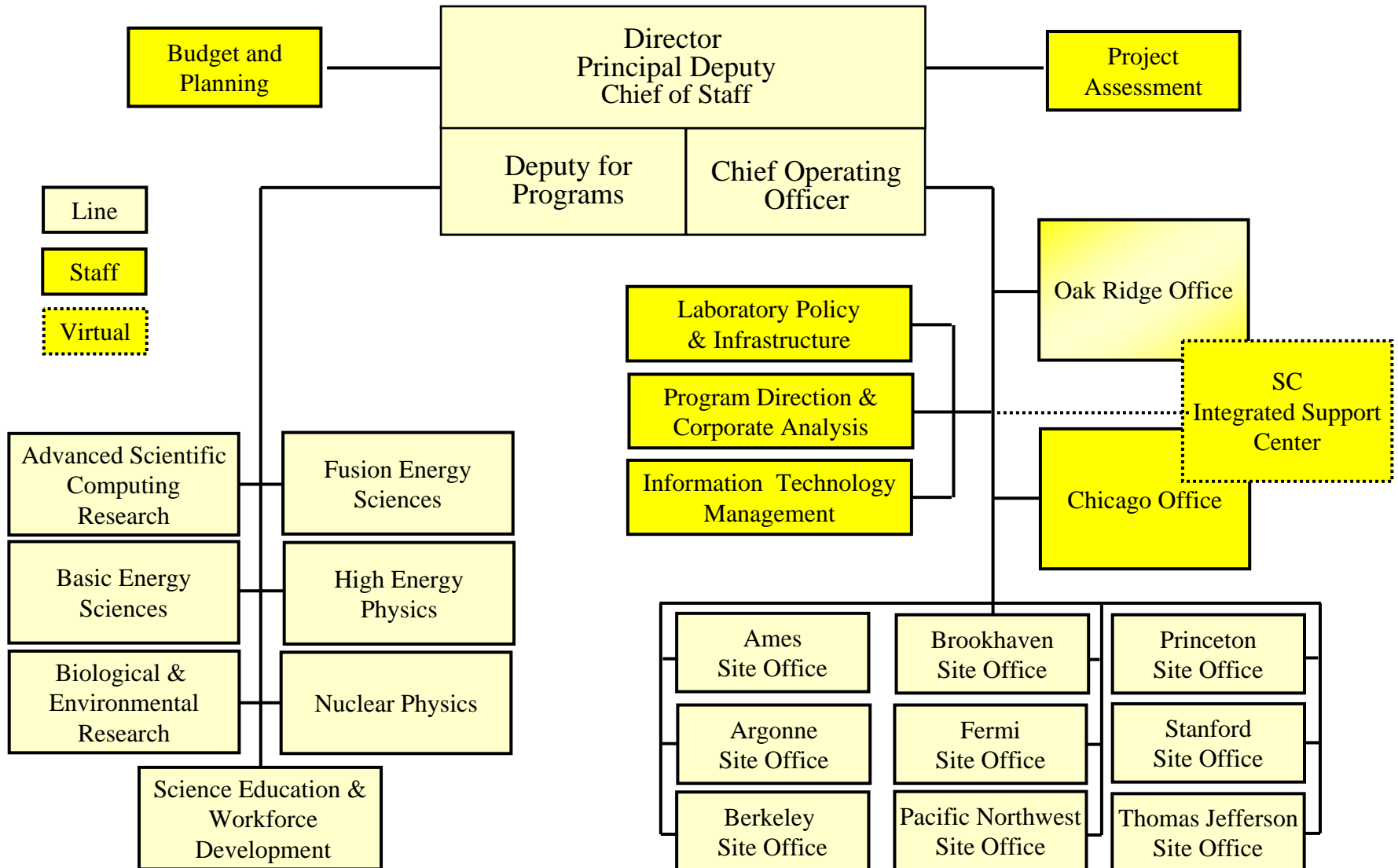
- Introduction/Welcome (Jim)
- Brief Recap of OneSC Phase 1 (Camille)
- OneSC Phase 2 Goals & Expectations (Jim)
- OneSC Phase 2 Details (Jeff)
- NTEU Perspective (Dave Schoeberlein)
- Questions



U.S. Department of Energy's Office of Science

Brief Recap of OneSC Phase 1 **Camille**

OneSC Structure





Phase One Overview

- Removed a layer of management between the Director and the Laboratory Site Managers
- Realigned Roles, Responsibilities, Authorities, and Accountabilities (R2A2s) throughout HQ & Field
 - HQ: policy, direction, scientific & SC-wide program development and management
 - Field: program execution, implementation, and support
- Consolidated all program, operational, and support responsibilities
- Minimized employee impacts
 - Achieved without relocations, downgrades, involuntary separations, or reductions-in-force



HQ Under OneSC

Director's Office

- Created and/or combined offices responsible for SC-wide functions
 - Office of Budget & Planning
 - Office of Project Assessment
 - Office of the Chief of Staff (COS)
- Redistributed responsibilities where appropriate
 - Consolidated communications functions in COS

Deputy for Programs

- Established the Principal Dep. Director in a dual capacity as Deputy for Programs
 - Consolidated all scientific programs under the Deputy for Programs
- Redistributed responsibilities where appropriate
 - Established Office of Workforce Development for Teachers & Scientists



HQ Under OneSC: COO

- Created Deputy COO position
- Responsibility for operational policy and SC-wide functions remained in HQ
 - Laboratory, ES&H, safeguards and security policy
 - Development and management of the program direction and infrastructure budgets
- Created Office of Program Direction and Corporate Analysis
 - Program Direction Div. manages the SC Program Direction Budget
 - Management Services Division provides administrative support to HQ



HQ Under OneSC: COO

(cont'd)

- Created Office of Laboratory Policy and Infrastructure
 - combined operational and institutional policy and direction functions
- Chicago became the servicing personnel office for SC HQ employees
 - Human Resources group in GTN reports to CH
- Science Programs Support Division reports to Office of Acquisition & Assistance, SC-CH
- Redistributed responsibilities where appropriate
 - Transferred OSTI to Office of Information Technology Management



Field Under OneSC: COO

- Transferred line responsibility for nine Site Offices from CH and OR
- Became Head of Contracting Activity (HCA)
- Site Managers fully accountable for laboratory contracts
- Established SC Integrated Support Center
 - A Chicago – Oak Ridge Partnership to provide best in class technical, business, and administrative support to SC to Headquarters and the SC Site Offices



Status of Implementing Phase1

- **Completed** (as of 16 July 2005)
 - Performance appraisal and individual development plan revisions
 - Individual office websites & SC homepage
 - “pen and ink” changes to Site Office/ISC position descriptions
 - Databases/applications (i.e., Foreign Travel, Travel Manager, DocLog, Grants, IMSC, RIMS, FMIS, etc.)
 - Director, Program Direction and Corporate Analysis
 - Director, Program Direction Division
 - Position descriptions for Director, Laboratory Policy & Infrastructure and Director, Laboratory Policy Division
 - Title changes for Directors of Planning & Analysis Division, Office of Project Assessment
 - Mail delivery & storeroom purchasing issues for SC-CH personnel duty-stationed in Germantown



Status of Implementing Phase1 (cont.)

- On Schedule (target 31 August 2005)
 - DOE phone book
 - Outlook Distribution lists
 - Plan to update all HQ, Site Office, ISC position descriptions; electronic format
- Off-schedule
 - Position descriptions for Deputy for Programs/
Principal Deputy and Budget & Planning Director
 - Updating supervisory information in CHRIS



U.S. Department of Energy's Office of Science

OneSC Phase 2 Goals & Expectations

Jim



OneSC Objectives

- Realigned organization optimized to accomplish the SC mission (complete)
- Take unnecessary work out of the system
- Enable the Federal workforce to be more productive
- Support improved laboratory contractor performance
- Drive down the cost of doing business



OneSC Phase 2 Goals

- Be “best in class” in quality of science; technical management; and business, administrative, and technical support
- Integrate science and operations
- Create one organization from 12 geographic and culturally diverse sites



Achieving Phase 2 Goals

- Establish one way of doing business for the SC complex by developing processes that are uniform wherever possible and maximized to be both effective and efficient
- Provide access to SC processes and their related management systems to all SC employees through a web-based communications tool
- Develop and implement a long-term SC-wide Human Capital Plan
- Ensure SC meets its obligation to provide support to other DOE offices



Phase 2 and You

- Reengineering is not being done to reduce the SC workforce
- Hone our skill mix via retraining and reassignments
- Need SC-wide participation
 - Subject matter experts
 - System users



Human Capital Advisory Group

- *Purpose*
 - Report to the SC Management Council on SC-Wide Human Capital Management issues
- *Membership (representational expertise)*
 - Don Erbschloe (chair)
 - Chris O'Gwin (executive officer)
 - John Allewa (HQ Resource Mgr)
 - Regenia Griswold (CH HR Resource Mgr)
 - Pat Howse-Smith (OR HR Resource Mgr)
 - Scott Mallette (Site Off)
 - Harriet Kung (Pgm Rep)
 - Sara Brunson (Div Rep)
 - Don Freeburn (NTEU Rep)
- *HCAG Ops*
 - Meets monthly (~ 1 week prior to SCMC)
 - Focal point for President's Management Agenda actions on HCM



Current HCAG Actions

Overall Goal: Design SC Workforce Plan
Integrates OneSC, DOE Mission Needs, & Federal HCM Requirements

- Develop relevant and timely workforce tools
 - Provide to Supervisors and OneSC Phase 2 Team
- Examine & Baseline SC Workforce (i.e., demographics)
 - Positions, Grades, Occupational Series, Education/Training, Diversity, Age/Retirement Eligibility, Skills Mix, etc.
- Identify skill-sets/gaps, training requirements, future mission needs
- Design an SC-wide Diversity policy and plan
- Develop effective communications tool

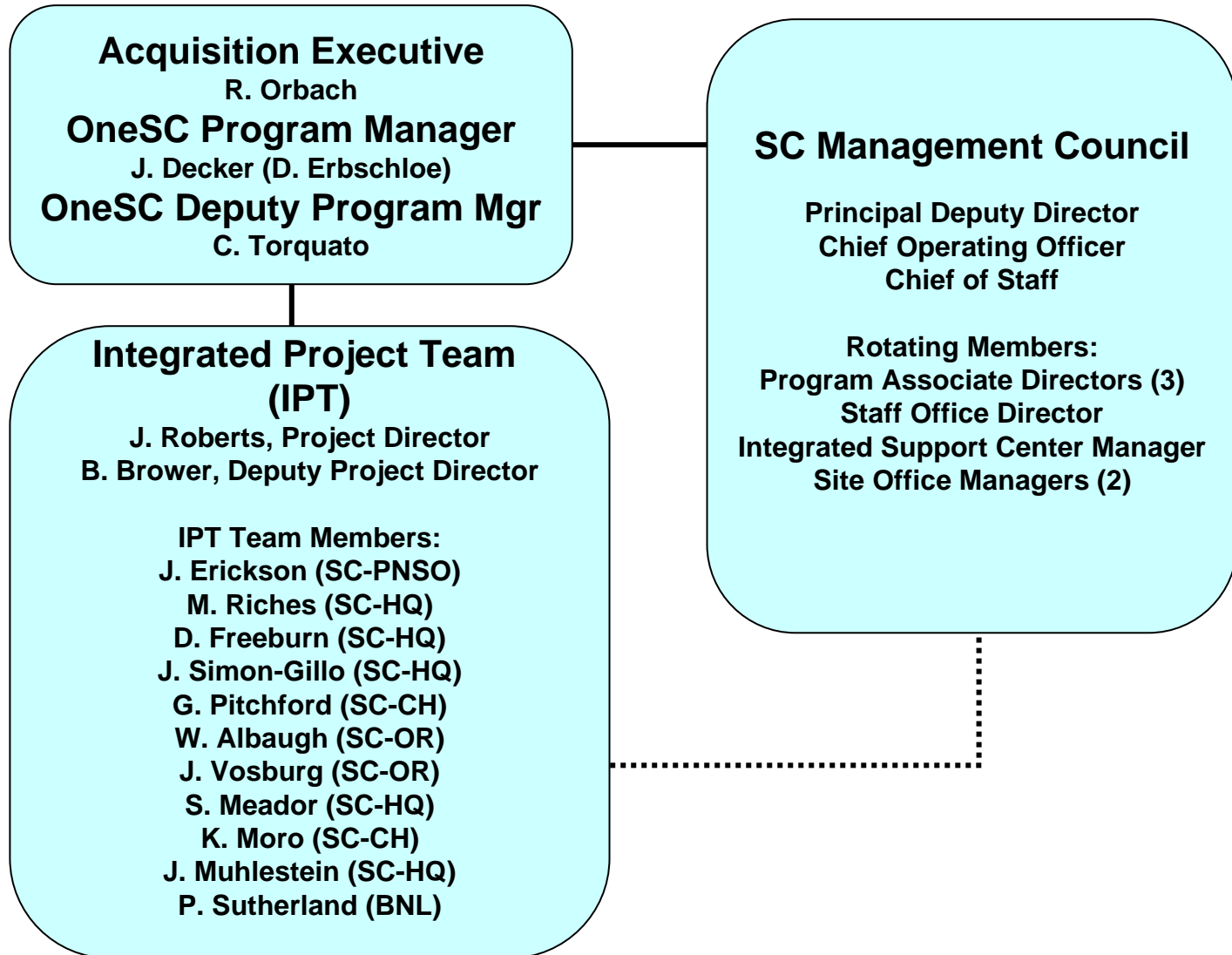


U.S. Department of Energy's Office of Science

OneSC Phase 2 Details Reengineering our Business Jeff



Project Management Organization





Why Use an SCMS Approach?

- To create “one organization”- we must create tools and approaches that are common to all
- Reengineering allows SC to evaluate requirements, practices, and approaches together using teams represented by all sites
- The SCMS approach is a tested mechanism for conducting our reengineering
- The end product is then a system for recognizing requirements in a uniform manner, implementing them in a common way, and having a desktop tool that keeps all this current and accessible for employees at any SC location



Current Management Systems

- Program Management
 - Budget Execution
 - Budget Formulation
 - Policy/Planning
 - Program Management
 - Program Support
 - Communications & Stakeholder Interaction
- Federal Performance & Accountability
 - Human Resources Services
 - Records Management



Current Management Systems

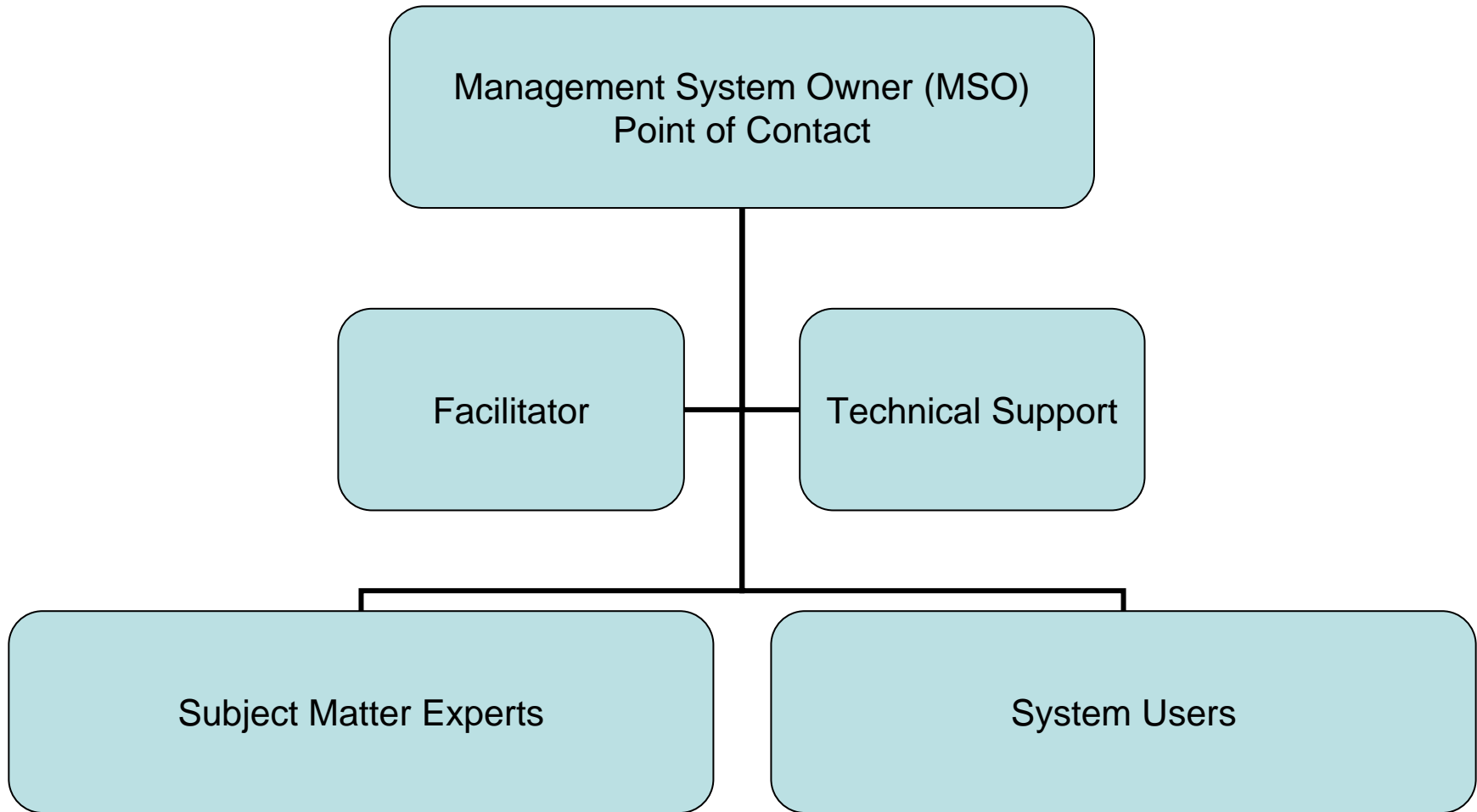
(cont.)

■ Contract Management

- Non-M&O Procurement & Financial Assistance Management
- M&O Contracting
- Environment, Safety & Health
- Security & Emergency Management
- Project Management
- Financial Management & Integrity
- Legal Services
- Information Technology
- Requirements Management
- Property Management



SCMS Reengineering Teams



Approach for OneSC Reengineering

Management System Development Team Workshop

- MS Descriptions Developed
- Requirements Accepted/SME's designated
- Subject Areas Identified
- List of Potential Procedures Identified
- Implementation Action Plan/Schedule Developed

Follow-up Activities

- Finalize MSD
- Present MSD to SC Management Council
- Final Approval by OneSC Program Manager/Principal Deputy

Subject Area Reengineering Sessions

- Subject Areas Defined
- Required Procedures Reengineered
- SC Review/Comment period for Subject Areas/Procedures
- Comments incorporated/Issues resolved
- Presentation to Management Council
- Approval by OneSC Program Manager/Principal Deputy

8/1/2005 9/1/2005 10/1/2005 11/1/2005 12/1/2005 1/1/2006 2/1/2006 3/1/2006 4/1/2006 5/1/2006 6/1/2006 7/1/2006 8/1/2006 9/1/2006 10/1/2006

**MS 1-5
MS Session**

**MS 1-5 Subject Area
Reengineering Sessions**

- ES&H
- Human Resources Services
- M&O Contracting
- Non M&O Procurement & Financial Assistance
- Project Management

**MS 6-9
MS Session**

**MS 6-9 Subject Area
Reengineering Sessions**

**MS 10-13
MS Session**

**MS 10-13 Subject Area
Reengineering Sessions**

**MS 14-16
MS Session**

**MS 14-16 Subject Area
Reengineering Sessions**

Requirements Management System – Oak Ridge

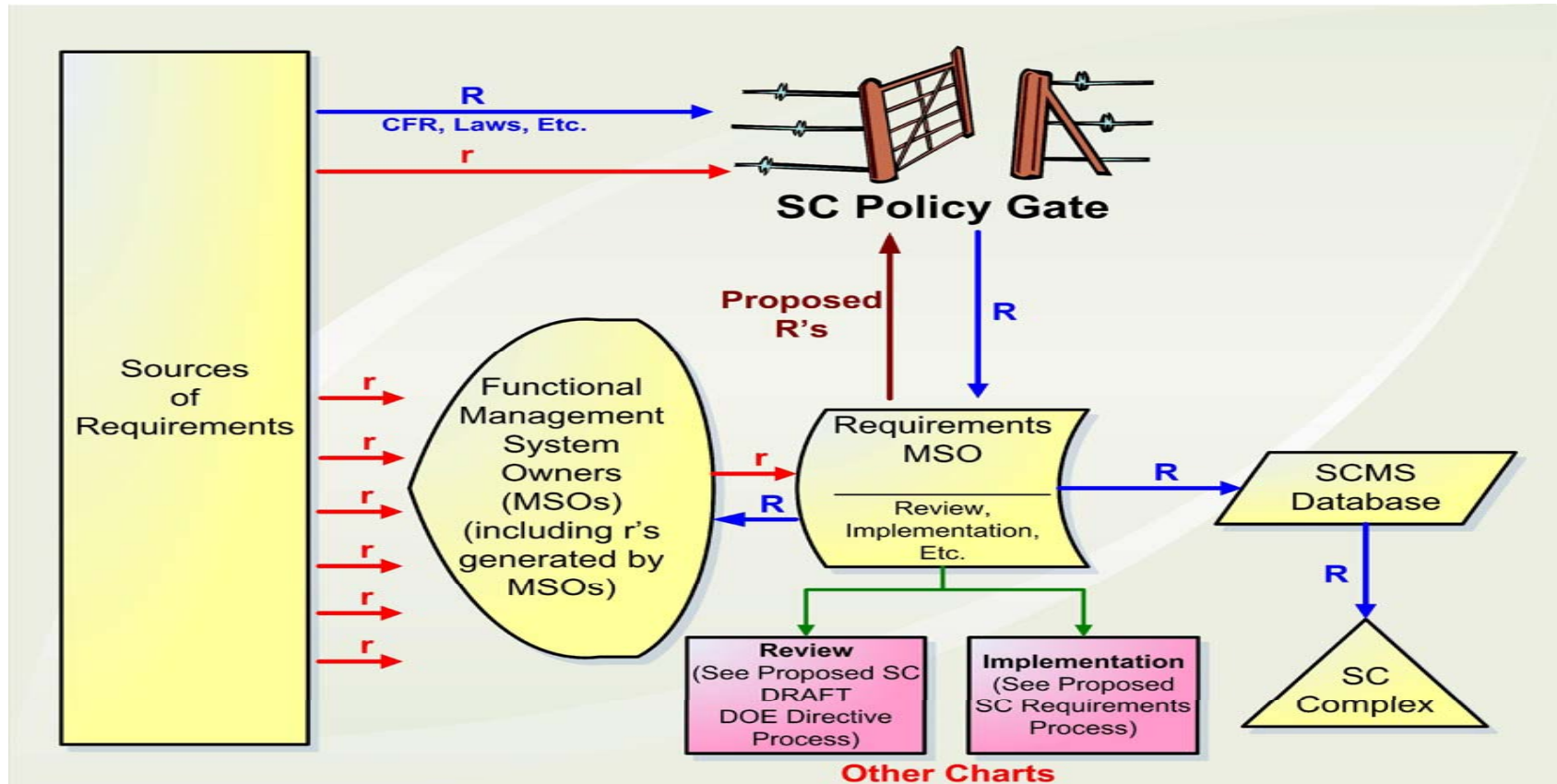
May 17—20, 2005



Requirements Management System Results

Office of Science

- Initial SCMS reengineering team met May 17-20th in Oak Ridge
- Cross section of SC complex outlined a significantly new way to manage requirements for OneSC





Next Steps

- Provide employees with a series of emails to shed light on Phase 2 activities and opportunities for employee involvement
- Conduct July reengineering session
- Recruiting SMEs and system users for first 4 teams
- Watch for updates at OneSC website @ www.screstruct.doe.gov